

10th Annual National Conference on Federal Quality

AN INVITATION FROM THE DIRECTOR
U.S. OFFICE OF PERSONNEL MANAGEMENT

On behalf of the Office of Personnel Management, along with a group of federal, private and public sector partners, I invite you to join us at the Tenth Annual National Conference on Federal Quality July 9-11, 1997.

This year's Conference highlights ten years of government-wide efforts to improve quality service to our customers and to stimulate thinking on cutting-edge ideas and trends most likely to affect federal agencies and their workforce in the next decade.

A new feature this year is a special one-day Forum for Senior Level Executives who are guiding their organizations through transformation, and are committed to innovation and continuous improvement.

This year's Conference will be highlighted by top Administration officials presenting the 1997 President's Quality Awards to government organizations that have been recognized for their outstanding commitment to quality and service during the Clinton Administration's reinvention of government.

We look forward to you joining us for three days of the best "leading, learning and linking" provided by America's leaders, quality practitioners, cabinet secretaries, business executives, members of the President's Management Council, and federal executives and managers.

Sincerely,

James B. King
Director

This Conference is sponsored by the U.S. Office of Personnel Management with the support of:

American Society for Quality Control
Association for Quality and Participation
Brookings Institution
Council For Continuous Improvement
Government Executive Magazine
George Washington University's Center for Advanced Management
Office of the Vice President's National Performance Review
Syracuse University's Maxwell Center for Advanced Public Management

Bridge to The Future: Leading, Learning and Linking

You Are Invited to Attend the *Tenth Anniversary Conference* celebrating ten years of governmentwide quality service.

The U.S. Office of Personnel Management (OPM) invites:

- senior executives
- managers
- supervisors
- quality leaders
- innovators
- re-inventors
- change agents at all levels from civilian and military federal organizations, governmentwide
- facilitators of continuous improvement principles and practices

President's Quality Award Ceremony

The highlight of the conference is the President's Quality Award Ceremony in which government organizations are recognized for use of quality management principles and practices to deliver excellent service to customers and reinvent their systems and operations to "do more with less." We anticipate Vice President Gore will present this year's awards.

Conference Overview

This year's Annual National Conference on Federal Quality will stimulate thinking on leading-edge ideas and trends most likely to affect federal agencies and their workforce over the next decade. The conference creates opportunities for dialogue with some of the finest leaders and experts in the field of leadership, quality, continuous improvement, and managing transformation and change to help solve critical problems facing organizations.

The Conference theme *Bridge to the Future: Leading, Learning and Linking* is designed to help participants:

- Use tools and techniques to help their organization improve performance and enhance Federal services, products and operations;
- Achieve a balance among people, process and technology found in effective organizations;
- Link administrative initiatives for planning, measuring performance and achieving business and financial results with continuous improvement practices and quality principles;
- Involve executives and leaders in planning for a future where government work is seen as "the highest quality work."

Featured Speakers

James A. Belasco, Professor of Management, San Diego State University, and author of the best sellers *Flight of the Buffalo*, and *Teaching the Elephant to Dance*.

Laurie A. Broedling, Senior Vice President for Human Resources and Quality, McDonnell Douglas Corporation, and expert in the field of organization improvement, change and innovation and quality management.

Terry W. Ivany, President and CEO, VIA Rail Canada, Inc., innovator of organizational change and transformation.

Josh Hammond, Chairman, Culture Dynamics, Inc., featured speaker and author of *The Stuff Americans Are Made Of*.

Dr. Rosabeth Moss Kanter, Professor of Management, Harvard Business School, and author of *World Class: Thriving Locally in the Global Economy*.

Franklin W. Raines, Director, Office of Management and Budget, a key administration official in reinvention efforts (Invited).

Edward W. Schultz, Chairman and CEO; and **James C. Beckham**, Director of Quality, Dana Commercial Credit Corporation, winners of the 1997 Malcolm Baldrige National Quality Award.

Hyrum Smith, Chairman and CEO, Franklin Quest Corporation, author and speaker on personal productivity.

Benjamin Zander, Founding Music Director and Conductor, Boston Philharmonic Orchestra, and world renowned speaker on leadership, creativity and management.

Concurrent Sessions At The Conference Will Specifically Address

FOUR AREAS OF INTEREST:

1 Leading in the Next Century

Leading and managing in the future will demand doing things cheaper, better, and faster. Yet many federal managers are struggling with how to just “keep the train running” while undergoing significant downsizing. This area focuses on leadership and management challenges confronting us now, and in the future. Sessions will cover transforming organizations; nature of work and workers; environmental, educational, financial and cultural issues that are redefining government organizations; and present practical, common sense approaches for dealing with these areas.

2 Learning from High Performing Organizations

Managing the human side of the organization is more critical and challenging now than ever before. This area focuses on people relationships, employee participation, managing others, influencing groups, and collaboration. Session topics will cover organizational communication; conflict negotiation and resolution; creative problem solving; team decision making; partnerships with labor, customers, and/or suppliers; how the employee and employer contract is changing; successful team management, including strategic planning teams and process improvement teams; and how teams learn.

3 Linking Organizational Improvement

Organizations are being bombarded with change initiatives, new management approaches and

tools for improving organizations, legislative and regulatory requirements, and demands from more powerful and diverse customer groups. This area focuses on integrating organizational improvement activities by linking key administrative priorities (e.g. the National Performance Review, and customer service initiatives); time-sensitive legislative initiatives (e.g. Government Performance and Results Act, and Information Technology Management Reform Act); and current management improvement systems (e.g. performance-based budgeting). Sessions will demonstrate how organizations align and link systems and processes (e.g. team and individual performance; budgeting and financial planning; human resources strategies, information management practices and strategic planning) to organizational performance.

4 The Basics of Quality

Highly effective performance-based organizations continue to use quality management principles and practices as the foundation for organizational improvement. This area focuses on the foundations of continuous improvement and quality core values and concepts. Session topics will include continuous improvement and learning; design quality and prevention; management by fact and the role of technology in managing information; establishing and measuring customer-driven quality; benchmarking; and using quality criteria for organizational assessment and continuous improvement.

Federal Executive Leadership Forum

This conference features an executive level Forum targeted for senior executive leaders and managers guiding their organizations through transformation, downsizing, and transition; and high level officials committed to innovation, continuous improvement, and “fine tuning” their organization’s systems. (See Pages 20-21 for further description and agenda).

Exhibits

Enjoy more than 100 Exhibits from the government and private sectors. Exhibitors will reflect initiatives being implemented across the country as well as consulting, facilitation, training services, and products available from quality-oriented organizations. *If your organization would like to exhibit, contact Jerry Koenig of Conference Management Associates, Inc., at 404-633-9117.*

10th Annual National Conference on Federal Quality

Preliminary Schedule of Events

Tuesday, July 8, 1997

6:00 - 8:00 p.m.

Early Registration

7:00 a.m.	Registration (Continues All Day)
7:00 a.m. - 8:30 a.m.	Continental Breakfast/Exhibits
8:30 a.m. - 8:45 a.m.	Conference Opening/Welcome <i>James B. King, Director, U.S. Office of Personnel Management</i>
8:45 a.m. - 9:30 a.m.	Keynote Speaker <i>Hyrum Smith, Chairman and CEO, Franklin Quest Corporation</i>
9:30 a.m. - 10:30 a.m.	Exhibits/Refreshment Break
10:30 a.m. - 11:45 a.m.	Concurrent Learning Sessions <i>Sessions on Conference Areas of Interest</i>
11:45 a.m. - 1:30 p.m.	Luncheon and Keynote Speaker <i>Franklin W. Raines, Director of Office of Management and Budget (OMB) (Invited)</i>
1:30 p.m. - 2:45 p.m.	Concurrent Learning Sessions <i>Sessions on Conference Areas of Interest</i>
2:45 p.m. - 4:00 p.m.	Exhibits/Refreshment Break
4:00 p.m. - 5:15 p.m.	Concurrent Learning Sessions <i>Sessions on Conference Areas of Interest</i>
5:15 p.m. - 7:15 p.m.	Tenth Anniversary Gala Reception/Exhibits
7:00 a.m. - 8:00 a.m.	Continental Breakfast/Exhibits
8:00 a.m. - 9:30 a.m.	Keynote Speaker <i>Benjamin Zander, Founding Music Director and Conductor, Boston Philharmonic Orchestra</i>
9:30 a.m. - 10:30 a.m.	Exhibits/Refreshment Break
10:30 a.m. - 11:45 a.m.	Concurrent Learning Sessions

Sessions on Conference Areas of Interest

11:45 a.m. - 1:30 p.m.	Luncheon and Keynote Speaker <i>Terry W. Ivany, President and CEO, VIA Rail Canada, Inc.</i>
1:30 p.m. - 2:45 p.m.	Concurrent Learning Sessions <i>Sessions on Conference Areas of Interest</i>
2:45 p.m. - 4:00 p.m.	Exhibits/Refreshment Break
4:00 p.m. - 5:15 p.m.	Award Ceremony <i>Presentation of Awards - Vice President Al Gore (Invited)</i> <i>(Ceremony to begin at 4:30 p.m.)</i>
5:15 p.m. - 6:30 p.m.	Award Reception
7:00 a.m. - 8:30 a.m.	Continental Breakfast/Exhibits
8:30 a.m. - 9:30 a.m.	Keynote Speaker <i>James A. Belasco, Professor of Management, San Diego State University</i>
9:30 a.m. - 10:30 a.m.	Exhibits/Refreshment Break
10:30 a.m. - 11:45 a.m.	Concurrent Learning Sessions <i>Sessions on Conference Areas of Interest</i>
11:45 a.m. - 1:30 p.m.	Luncheon and Keynote Speaker <i>Rosabeth Moss Kanter, Professor of Management, Harvard University</i>
1:30 p.m. - 2:00 p.m.	Conference Wrap-up

CONCURRENT SESSIONS AT A GLANCE

(Additional sessions to be added including sessions by the President's Quality Award Program Award Recipients - Session times are subject to change)

10:30 -11:45 a.m.

Charting a Course for the Future - Strategic Planning and Management Within NASA

NASA has been identified as a model in strategic planning and reinvention. Recently OMB and OPM asked NASA to tell its story in a video that is now being used throughout the Federal Government as a training tool to assist Departments and Agencies in the preparation for the Government Performance and Results Act. This presentation will share the content, framework, and processes NASA instituted to develop its new Strategic Plan. It also outlines the next steps NASA will take to improve the Plan, implement an effective Strategic Management process, and share the lessons the Agency has learned.

● Gary A. Steinberg, Director for Strategic Management, NASA Headquarters

Reengineering Tax Settlement: A Bridge to the Future IRS

The Internal Revenue Service is in the process of reengineering the entire tax settlement process—all the interactions that the agency has with taxpayers. This case study provides the opportunity to understand the significance of reengineering, the business considerations essential for success and the dramatic improvements resulting from the endeavor. The decision to reengineer and the impacts upon the organization are described in business, as well as reengineering terms. Lessons learned help participants structure successful reengineering efforts in their own organizations.

● Barbara Chatzkel, Program Manager, Strategic Process Improvement and Reengineering, Internal Revenue Service, U.S. Department of Treasury

Escape From the Box: The Wonder of Human Potential

Based on the popularity at last year's conference, the presenter, an ex-POW, will offer an expanded workshop on the fundamental affect of human beings in any quality effort, and how to capture the full human potential—personally and organizationally—to continuously exceed expectations. The presenter will demonstrate to participants through a training device how everything they have ever done could have been done better.

● Edward L. Hubbard, President, Positive Vectors, Inc.

Developing High-Performing Teams: Lessons Learned on the Journey to Enhancing Performance

This panel presents the journey of three organizations toward becoming effective, innovative and high-performing through the development of teams.

The first case study presents seven important considerations in changing towards a team-based environment. Using observations from a one-year pilot study conducted in the Bureau of Labor Statistics (BLS), a set of pivotal issues were developed that were viewed as key to successfully managing an organizational change towards the use of teams. Two types of teams are discussed: Teams led by Team Leaders and Self-Directed Work Teams.

The second case study addresses the obstacles overcome, the successes and the lessons learned in transitioning to a self-directed, high-performance teaming organization. It chronicles the U.S. Army Tank-Automotive Research, Development & Engineering Center's (TARDEC) attempt at teaming from the origins of Process Action Teams in 1989 to the current state. The magnitudes of this success earned TARDEC the most prestigious recognition possible, the 1995 Presidential Award for Quality.

The third case study presents how innovation and creativity tools were used in developing planned changes and implementation, and how innovation techniques are used as an everyday tool. The study will describe steps that led to winning the George Land World Class Innovators Award in 1996, and the results of the Smithsonian's "laboratory of change."

● Susan J.M. Adams, Manager, Quality Management Programs, U.S. Department of Labor

● Leda Kydoniefs, Research Psychologist, U.S. Department of Labor

- *Michael E. Bailey, Marketing Team Leader, Tank-Automotive Research, Development and Engineering Center, U.S. Department of Army*
- *Jack Johnson, Organization Performance Development Coach, Smithsonian Institution*
- *Marilyn Beckwith, Chief, Policy and Evaluation Branch, Office of Human Resources, Smithsonian Institution*
- *Charles W. Prather, President, C.W. Prather Associates*

The Journey to Privatization: Invention, Transformation, and Strategic Outsourcing

This panel presentation combines the privatization journey taken by three federal organizations. The first case study presents the “Mature Invention Lab” of the U.S. Army Management Engineering College. AMEC’s multitude of successful operational improvement initiatives will be a source of transition ideas and successful change strategies. AMEC has been a partner, advisor and catalyst with award winners in their improvement initiatives. Now as AMEC moves across the bridge from the public to the private sector (as an Employee Stock Ownership Program firm), learn also how this transition is being achieved.

The second case study describes the Interior Service Center’s interdisciplinary approach to organizational transformation and how extraordinary results were achieved. It provides a model and describes a process for transforming a traditional federal administrative service organization into a customer-driven, entrepreneurial service provider that focuses on results. This presentation gives a creative step-by-step approach for addressing those management, technical, social and behavioral issues that are critical underpinnings for becoming a mission-driven, results oriented, customer driven, self-sustaining administrative and operations service provider. Descriptions include “lessons learned” on the Interior Service Center’s journey to become a cost-based, customer-based, team based, learning organization and strategies being implemented for maintaining sustainable competitive advantage in the marketplace.

The third case study describes how the U.S. Army Materiel Command decides to “outsource” services and the economic trade-offs. Issues examined are strategic trade-offs such as the need to maintain internal core competencies, risk to mission, and the ability to deliver superior service. The study highlights how decisions made in a strategic context will lead to both reduced costs and improved performance.

- *Chuck Sommer, Executive Vice President, U.S. Army Management Engineering College, U.S. Department of Army*
- *Hope A. Gardina, Director of Marketing, U.S. Army Management Engineering College, U.S. Department of Army*
- *Roger N. Neece, President, ESOP Advisors, Inc.*
- *Claudia Schechter, Chief Executive Officer, Interior Service Center*
- *Craig D. Hunter, Acting, Deputy Chief of Staff for Logistics and Operations, Army Materiel Command, U.S. Department of Army*
- *Raymond C. Atkins, Executive Assistant, Strategic Weapons Facility, Coopers & Lybrand, L.L.P.*

Simulation and Process Improvement: Tutorial and Demonstration

The primary purpose of this presentation is to expose novice and semi-skilled public sector managers, supervisors and workers on using simulation for process improvement. The presentation has two major parts: a tutorial and a demonstration. In the tutorial, the attendees will receive a basic introduction to

simulation. In the demonstration, the attendees will participate in a real-time simulation to improve a simple process.

- *Agustin R. Fabian, Quality Specialist, Directorate of Quality Management, Headquarters I Corps and Fort Lewis, U.S. Department of Army*

A Collaborative Approach to Aligning Technology Investments with Organizational Goals

This presentation provides a case study of the collaborative strategic planning process used by the Department of Energy. It outlines a methodology which was successfully used to link the business processes of the HR function and the systems that provide information to support those processes. As well, the session highlights the significant outcomes and benefits of this collaborative methodology.

- *Craig Petrun, Managing Associate, Coopers & Lybrand L.L.P.*
- *Nancy Tomford, Project Manager, Office of Human Resources, U.S. Department of Energy*
- *Eliot Madow, Managing Associate, Coopers & Lybrand L.L.P.*

Establishing Customer Service Standards on a Shoestring: A Practical Case Study

This presentation displays a model, used successfully by the Coast Guard National Pollution Funds Center, to establish customer service standards as directed by President Clinton's Executive Order 12862 of September 1993. Participants will learn about the paradox of customers and government agencies. They will be exposed to the wisdom of Vice President's Gore's "Putting Customers First: Standards for Serving the American People" and the lessons learned by two quality practitioners working in the trenches. The case study demonstrates how one individual, working without a budget, can make a difference.

- *Steven P. Carpenter, Lieutenant Commander, Chief, Quality Management and Public Affairs, National Pollution Funds Center, U.S. Coast Guard*
- *John M. Baker, Outreach Coordinator, National Pollution Funds Center, U.S. Coast Guard*

1:30 -2:45 p.m.

Millennium Leaders: Conventional Leadership Meets the Dust Bin of History

If agencies are to successfully change, they must have better leadership. This session challenges traditional thinking about leadership and summarizes the latest research on leadership competencies for the future. Find out how your agency can do a better job of developing leadership despite very real cultural obstacles. Discover how you fare personally on leadership competencies required by organizations today and in the new millennium.

- *Alison Greenhouse, Executive Consultant, Federal Systems Division, Zenger Miller*

Job Redesign - A Practical Concept for Aligning People with Reengineered Processes

Leaders and managers are seeking high quality work and more effective performance outcomes. Job redesign, a missing link in reengineering and large scale process improvements, can revolutionize implementation of change. Job redesign gains better alignment and balance among processes and technology and the people involved, including more direct involvement and participation by the people. In essence, job redesign optimizes such organizational outcomes as strategy, efficiency, quality, and measurable performance with such people outcomes as satisfaction, motivation, and personal growth.

- *L. Ray Mauser, Senior Consultant, Hay Management Consultants*
- *William O. Blackwood, Ph.D., Vice President and Senior Consultant, Hay Management Consultants*

Search Conferencing - Discovering the Future as a Community

The presenters will discuss strategic exploration as a key to effective planning and decision making; explore the pre-planning activities necessary for a search conference; present an actual pre-conference brief; and conduct a mini-exercise to give participants a flavor of the power of search conferencing as a tool for organizational learning.

- *Peter W. Franck, Capital Chapter, Association for Quality and Participation*
- *Dr. Charles T. Bargerstock, Capital Chapter, Association for Quality and Participation*

Benchmarking in the Federal Sector: Yesterday, Today, and Tomorrow

This presentation discusses the evolution of benchmarking in the federal government. Learn how the National Performance Review Federal Benchmarking Consortium's model is leveraging international, public, and private sector partnerships to facilitate continuous improvement in government services and process. This presentation will also highlight how the Balanced Scorecard approach can support internal and external benchmarking opportunities.

- *Wilett Bunton, Benchmarking Team Leader, National Performance Review*
- *Lori Byrd, Best Practices/ Knowledge Broker, National Performance Review*
- *Jay Cavanaugh, Chairman, Interagency Benchmarking and Best Practices Council*
- *Mark Palla, Senior Benchmarking, Texas Instrument*
- *International Panelists (To Be Determined)*

Labor-Management Partnership: Working with Unions to Develop Quality

This session will explore the various forms partnership may take, discuss the tools and methods used to accomplish tasks within partnerships, and highlight several model labor-management partnerships. Participants will have an opportunity to discuss and ask questions regarding partnership structures, techniques available for involving employees and their representatives, and advantages for developing partnerships.

- *Jean Joines, Labor Relations Specialist, Center for Partnership and Labor-Management Relations, U.S. Office of Personnel Management*
- *Andrew Wasilisin, Team Leader, Center for Partnership and Labor-Management Relations, U.S. Office of Personnel Management*

Interest Based Problem Solving: A Structured Approach

This session explores a 6-step model for effective problem solving. Each step of this model is conducted with all of the participants working as a team and using group processes, knowledges and skills.

- *Jim Armshaw, Director, Development and Technical Services, National Mediation Board*

Partnership for Transformation: Contract Consolidation at NASA Goddard Space Flight Center

Mission operations and data systems support at the Goddard Space Flight Center was transformed by a joint NASA/Contractor team, made up of civil servants, Allied Signal Technical Services Corporation, and Computer Sciences Corporation representatives. This partnership resulted in the consolidation of three large contracts into a single, team-oriented performance-based contract called Consolidated Network and Mission Operations Support (CNMOS). This consolidated approach initiated major cost

reductions, significantly reduced the need for government oversight, and instituted sweeping changes while still achieving high levels of service and performance.

- *Richard Tagler, Associate Director of Mission Operations and Data Systems, NASA Goddard Space Flight Center*
- *Wayne Friedman, Program Manager, Consolidated Network and Mission Operations Support, NASA Goddard Space Flight Center*
- *Gerald Page, Deputy Program Manager, Consolidated Network and Mission Operations Support, NASA Goddard Space Flight Center*

Fast, Hassle-Free Access to Quality Improvement Experts

Through a streamlined procurement process, the General Services Administration's (GSA) Supply Schedule for Quality Management Implementation Services (QMFSS) provides quick access to industry's leading experts in the theory and practice of quality and performance improvement. These experts offer consulting, training and state of the art products that help move agencies into the future. QMFSS provides direct access to vendors for services as: Business process reengineering; benchmarking; surveys; assessments; quality improvements; strategic planning; and performance measurement.

- *Jeff Manthos, Program Analyst, U.S. General Services Administration*
- *Susan Pennett, Director, Special Programs Division, Acquisition Center, U.S. General Services Administration*
- *Brenda Samuels, Contracting Officer, QMFSS, Acquisition Center, U.S. General Services Administration*

Open Space and Dialogue Together to Create Commitment and Involvement

The use of these two methodologies can bring out the creativity and experience available within groups to form the basis for intervention without outside controls, boundaries, and other limitations. The combination can be especially useful for energizing or re-engineering around change and other transformational activities. This approach proved its usefulness and power in a major intervention for team leaders at the Bureau of Information, U.S. Information Agency that ultimately led to the involvement of almost 100 employees in follow-up activities.

In the session, participants will learn how to combine these two methodologies and build an exciting agenda for small group discussions. Participants will actually experience creating the foundation and agenda for conducting Open Space and Dialogue. For those who are interested, the agenda may provide for lively discussion in smaller groups later during the conference. Seating will be limited.

- *Clifton E. Senf, Aria Associates*
- *Barbara Quist, Quist Consulting*
- *Jeffrey Liteman, Director, Organization and Professional Development, Bureau of Information, U.S. Information Agency*
- *Norma Williamson, Evaluation Officer, Bureau of Information, U.S. Information Agency*

4:00 -5:15 p.m.

Change Management Fundamentals Essential to Achieving Breakthrough Performance

Efforts to achieve breakthrough improvement in organizations have produced some spectacular successes but more often they have resulted in even more spectacular failures. Breakthrough improvement means major changes in the knowledges and skills employees are expected to have and in the ways they work with one another throughout the organization. One of the major lessons private sector organizations learned in their reengineering efforts is that the so-called “soft skills” are the really hard part in bringing about breakthrough improvements. This session addresses the “soft skills” issues, to include the various ways employees may react to major change, and the leadership roles and structure needed to deal with those reactions. The session also offers suggestions about ways to help employees internalize the expected behaviors needed to ensure the success of the change effort.

● **Robert L. Ellis, Independent Consultant**

Learning and Linking: Developing a DOD Mission-Driven Balanced Scorecard

This session demonstrates how organizations can use the Balanced Scorecard methodology as a system to link and align key organizational perspectives to develop mission-oriented performance measures. This session stresses how performance measures are indicators of the overall well being of the organization as it relates to vision attainment and mission performance.

● **James D. Quilliam, Chief Future Concepts Branch, Air Force Center for Quality and Management Innovation, U.S. Department of Air Force**

DOE's Enhanced Work Planning Process

This workshop presents Department of Energy's (DOE) answer to the ever-increasing demands to be more responsive (better, faster, safer, and cheaper) to its stakeholders while performing its day-to-day activities. Showcasing Enhanced Work Planning Processes (EWP) from six DOE sites, the workshop will illustrate through presentation, open discussion, and interactive table-top exercises how the EWP concept and corollary successes can be replicated in other organizations.

- **Bernard M. Hillman, Director of EH Onsite Technical Assistance Program, U.S. Department of Energy**
- **Frank Fitzpatrick, CIH, Principal, Apex Environmental, Inc.**
- **David E. Soltis, Program Manager, Apex Environmental, Inc.**
- **Linda Yost, Program Manager, Apex Environmental, Inc.**

The 1997 Malcolm Baldrige Criteria for Performance Excellence

In 1997 there has been a major revision of the Baldrige Criteria to strengthen the systems view of performance management, and to place a greater focus on organization strategy, learning, and performance results. The Criteria continues to evolve toward comprehensive coverage of strategy-driven performance, addressing the needs and expectations of all stakeholders. The presentation will focus on the content of these Criteria for Performance Excellence and how it can be incorporated into an organizational assessment process that promotes learning and improvement.

● **Harry S. Hertz, Director, National Quality Program, National Institute of Standards and Technology, U.S. Department of Commerce**

Influence vs. Authority - The Battle for Organizational Balance

The work environment of 1997 is being transformed by a growing dependence on information resource management, individual intellectual capacity and the empowered associate. The catalyst for change in hierarchies has traditionally been the command-control approach to management. Now, the catalyst for change is increasingly decentralized to what we may refer to as “point-of-contract management.” Employee-managed teams, unchained from redundant supervisory oversight and bureaucratic delays, offer a coherent employee resource platform for gaining the greatest benefit from concepts such as:

downsizing, business process reengineering, flattened hierarchies, minimum cycle time, empowerment, etc.

- *Jerry G. McRae, Director, U.S. Department of Veterans Affairs*
- *J.D. Dillingham, Western Region Education Liaison/Coach, U.S. Department of Veteran Affairs*
- *Judy K. Sikes, Compensation and Pension Program Analyst/Coach, U.S. Department of Veteran Affairs*

Improving the Quality of Work Life - Department of Health and Human Services

This session describes and discusses the preliminary results of a comprehensive strategy to improve the quality of work life of HHS employees. When Secretary Donna Shalala announced her quality of work life strategy in December, 1996, she said: "Our employees are our most valuable resource. We need their dedication, commitment and creativity now more than ever." The Secretary's quality of work life strategy has three objectives: improve employee satisfaction, strengthen workplace learning, and better manage on-going change and transition. The expected outcome is improved individual and organization performance and even better service to customers and partners.

- *Roy Tucker, Director, Organization and Employee Development, U.S. Department of Health and Human Services*
- *A panel of key stakeholders will discuss implementation and results*

Strategic Organizational Improvement Is Facilitated By Use Of Software Technology

This presentation consists of a Powerpoint slide show explaining creative strategic thinking and a 16-step process for strategic planning. Presentation participants will act as executives of the "Federal Housing Authority" and will develop a strategic plan for the company during the presentation, using interactive software technology. About 40 presentation participants will be provided with a remote control voting box where they will be asked to provide input to the strategic plan development by voting on the importance, performance and history of various strategies. Responses to the voting will be analyzed by the speaker so presentation participants can see how the technology ensures that those involved in developing the strategic plan have an equal and confidential voice in the plan development process. Participants will see how the technology greatly reduces the amount of time needed to develop a strategic plan.

- *Dana David Lakeman, Executive Consultant, Federal Quality Consulting Group, U.S. Department of Treasury*

Entrepreneurial Government

This presentation focuses on the changes needed to transform bureaucratic organizations into entrepreneurial enterprises. The methods proposed are changes in the roles, relationships, and expectations of employees and the boundaries within which they operate. Together they have the effect of transforming the culture of the organization.

- *Carolyn Burstein, Director of Consulting Services, Ivy Planning Group*
- *Suzette Kern, Senior Analyst, Office of the Secretary, U.S. Department of Commerce*

Thursday, July 10, 1997
10:30 - 11:45 a.m.

Getting the Most From Your Participation in the PQAP

Presented by experienced Presidential Quality Award (PQA) Program examiners and agency applicants, this practical session will help organizations prepare a quality application; plan and host a productive on-site visit; effectively use the feedback report; and use the PQA Program criteria for organizational self-assessment. The session answers commonly asked questions about the PQA Program.

- *Thomas A. Dunn, Chief of Production Control, EG&G Defense Materials Inc.*
- *Pat L. Pierce, Total Quality Management Specialist, Headquarters - Combat Equipment Group - U.S. Department of Army*
- *Monte L. Matthews, Director of Design and Engineering, Tennessee Valley Authority*
- *Donald McLeod, Quality Programs Manager, Tennessee Valley Authority*
- *Glenn Walters, Quality Advisor, U.S. Department of Air Force*

Partnering for Success - 2000: Dynamics for Managing Change, Performance and Leadership

Bridging into the future requires a fundamental shift in point of view regarding organization design and management. This workshop offers some exciting alternatives to hierarchical structuring as well as innovative ways of achieving motivational partnering and performance through SharedVisioning StoryTelling.

- *Jean L. McKinney, President, Center for Creative Visioning*
- *Tina Sung, Director, Federal Quality Consulting Group, U.S. Department of Treasury*

CyberVision - Organizing for the 21st Century

This session provides a compelling glimpse into the future of organizational behaviors and address the way organizations will work, relate, learn and live in the future. Major areas of focus include:

New Organizational Structures: A flatter organization based on integrated product/process teams and less structured, functional hierarchy.

New Workplace Behavior: Decision and policy-making processes will be distributed across time and space; meetings will be distributed via video teleconference and computer networks; teamwork will be the norm; and relationships will be paramount.

Re-engineered Processes: Work processes that are fully cross-functional, taking advantage of the new organizational structure and team-based work.

Empowerment: Empowered workforces will need less direct supervision. New organizational structures and business process are impossible without a truly empowered workforce.

Enabling Technology: Computer networks internettted to the world, using fiber optic cabling for maximum bandwidth will enable new processes and structures.

Shared Vision and Embedded Values: Workers with shared vision and embedded values will excel without the need for direct supervision.

- *Major General Donald Shepperd, Director, Air National Guard*

The Stuff Americans are Made of: The Seven Cultural Forces that Define Americans

Author, senior policy specialist and founder of American's first think tank on quality management, Josh Hammond believes that certain cultural factors have characterized Americans throughout our history and will continue to influence the behavior of Americans

well into the next millennium. Americans are committed, for example, to choice, pursuit of the impossible dream, fixation with “what’s new,” a bias for action, and overcoming failure. Hammond will provoke and reinvigorate organizations by helping us understand and tap into the unique strengths of the American culture. If your organization finds its implementation efforts repeatedly fall short of expectations, this presentation may help you understand why, and how to reverse that trend.

● *Josh Hammond, Chairman of Cultural Dynamics Inc.*

Personal Vision/Personal Power: An Antidote to Survivor Sickness

Downsizing has become a fact of life in the federal government, and smart agencies are investing more than ever in the people who are left behind. It is imperative that these employees learn skills to move beyond survivor sickness. The Personal Vision/Personal Power workshop helps employees at all levels of an organization regain (or gain for the first time) a sense of control and of personal potential in the face of rapid change and organizational turbulence. This presentation offers an introduction to the personal visioning exercises and peer coaching skills that form the core of the Personal Vision/Personal Power workshop.

● *Merianne Liteman, Director, International and Multidisciplinary Grantmaking and Partnership and Organization Development, National Endowment for the Arts*

● *Jeffrey Liteman, Director, Organization and Professional Development, U.S. Information Agency*

360° Performance Feedback — Design and Introduction: Lessons Learned

This panel presentation describes 360° Feedback, how it can be developed, and the pitfalls to avoid. In addition, the practical application of the system within organizations will be covered. The first case study acquaints the audience with the basics of designing and implementing a 360° Performance Feedback system. It describes the advantages of providing confidential and private feedback as a tool to improve management performance, pitfalls that will be encountered, and how to avoid them. It also describes the four types of feedback and the usefulness of tough feedback. The second case study presents how the 360° Feedback process can sustain organization culture change; recognize and reinforce creativity; reward diversity and continuous learning; and match individual and team behaviors with organizational strategies and values. Case studies from Eastman Kodak, Westinghouse, McDonnell-Douglas and others illustrate the benefits of using the 360° Feedback process for organizational improvement.

The information generated from 360° performance feedback allows organizations to realign internal processes to build successful organizational improvement initiatives. This session looks at the data generated from 360° feedback and describes how they can indicate leverage points to improve organizational effectiveness.

● *James W. Witt, P.E., Director, Total Quality Management, International Broadcasting Bureau, U.S. Information Agency*

● *Ann J. Ewen, Ph.D., President, TEAMS, Inc.*

● *Dr. Bill Combs, Senior Consultant, Zenger Miller*

Linking and Aligning Using Malcolm Baldrige Based Tools

This presentation focuses on the important aspects of leadership as they integrate and link their organization together during change initiatives. It presents a clear guide for success using the

Malcolm Baldrige National Quality Performance Criteria and the Army version —Army Performance Improvement Criteria (APIC). The audience will be given demonstrations of tools available on the Internet that can be used by any organization to conduct self, team and organization wide assessments. Copies of the slides and free disks containing the tools will be available.

- *Sine Farrell, Ph.D., Change Management Coordinator, U.S. Army Construction Engineering Research Laboratories, U.S. Department of Army*

FilmForest! Entrepreneurial Approach to Utilizing The Southern California Province
Properly designed, film permitting can become a profit-making business which returns money to each forest thus making the four southern California forests more effective and efficient in providing public goods and services to ensure the future of the forest. A new management model is needed for the Forest Service which promotes greater value for the forest's stakeholders and partners, and takes full responsibility for customer service and satisfaction.

- *Mark Bethke, District Ranger, Forest Service, U.S. Department of Agriculture*
- *Judith Love Reynolds, Grants and Agreements Specialist, Forest Service, U.S. Department of Agriculture*

1:30 - 2:45 p.m.

USPS International Service Centers - Designing for Success

A small joint Coopers & Lybrand/United States Postal Service (USPS) team was tasked with creating a prototype International Service Center (ISC) for the USPS. Once designed, the prototype ISC would be recreated in major cities across the United States and serve as gateways for all international mail. The initiative included a detailed analysis of established methods for managing international mail streams, as well as a focused exploration into opportunities for radical improvement and innovation. To facilitate the design process, the team developed and utilized various tools including Project Management Tools, Process Modeling and Simulation, Statistical Process Control Charts, Process Flowcharts and Physical Flow Graphing. The final product was a three part report documenting the in-place mail processing system, a detailed set recommendations for all future ISC designs (including all physical layouts, process flows and control mechanisms), and series of implementation plans to control the transition.

- *Richard McGinnis, Quality Manager for the International Business Unit, U.S. Postal Service*
- *Andy Olson, Managing Associate, Coopers & Lybrand L.L.P.*
- *Wilder Leavitt, Senior Associate, Coopers & Lybrand L.L.P.*
- *Bernard Willis, Associate, Coopers& Lybrand L.L.P.*

Winning the Malcolm Baldrige Award the Dana Way

For the first time, the Federal Quality Conference is honored to feature a current Malcolm Baldrige winner on its program. Come hear about how the Dana Commercial Credit Corporation won the Malcolm Baldrige award with the Dana style of management. Learn how other service organizations can use the award criteria to build a high Performance Culture. This session is designed to be a interactive learning opportunity for any organization that aspires to be a quality award winner or to simply benchmark with a recognized high performing organization.

- *Edward W. Shultz, Chairman and CEO, Dana Commercial Credit Corporation*
- *Jim Beckham, Director of Quality, Dana Commercial Credit Corporation*

Implementing the Knowledge Organization in Government

Most government work is knowledge work, but traditional bureaucratic hierarchies are ill-suited to perform and manage this type of work. This presentation explains what a Knowledge Organization is, what are its benefits, and why it is far more likely to provide both high current performance and flexible future capability. Crucial issues are addressed such as what knowledge is valuable, how to manage organizational knowledge, what is the role of innovative information technology, and how to implement and succeed in such an effort.

- **Tom Beckman**, Senior Management Analyst and Chief Methodologist for Business Reengineering, Internal Revenue Service, U.S. Department of Treasury

Quality Comes from the Minds and Hearts of Your People

Because quality is essentially a change process, successful implementation has a critical behavioral component. People who work in quality organizations must continuously alter the way to relate to their customers, their processes, each other, their supervisors, and the shareholder. In fact, implementation of quality initiatives without a fundamental behavior change may be no more than window dressing. Things look good from the outside, but inside, it's business as usual.

This behavioral change process should be managed concurrently with the quality implementation. People must become comfortable with measurement and data-based feedback. They must also feel a personal benefit from success of the initiative. This presentation will describe the approach used by VIA Rail Canada. They use behavioral management techniques to deploy strategic objectives throughout the organization, develop positive attitudes about measurement and a thirst for data. They put the people back in quality through systematic individual recognition and team celebration.

- **Richard McConnell**, Vice President, Education and Organizational Enhancement, VIA Rail Canada

Implementing the Government Performance and Results Act - Success Stories and Cautionary Tales

This session provides an up-to-the-minute account of how agencies are proceeding with implementing the Government Performance and Results Act (GPRA). Characteristics of successful implementation will be discussed. Come hear perspectives and experiences from both OMB and selected agencies concerning the challenges and opportunities offered by the impending September 1997 deadline for submitting agency strategic plans.

- **Dr. Doris Hausser**, Acting Assistant Director for Employee Relations and Workforce Effectiveness, U.S. Office of Personnel Management
- A panel of distinguished experts from OMB and selected agencies will present material and discuss issues.

Friday, July 11, 1997

10:30 - 11:45 a.m.

Strategic Planning: The Cornerstone of Effective Organizations

Strategy formulation is one of the most significant cornerstones to building and maintaining an effective, business-oriented and customer-focused organization. However, most organizations lack an adequate strategy. There have been rough spots in the Office of Information

Technology's strategy formulation process, especially at the beginning, but it has learned from successes as well as mistakes. This is a result of practical experience and research conducted not in the library but on the firing line. It is about strategy formulation and not long-range planning. It is about the future direction of the organization and a way to overcome some of the "rocks-in-the-road."

- *Emanuel Simantiras, Chief, Metrics and Marketing Team, Plans and Policy, Central Intelligence Agency*
- *Betty Mast, Acting Chief, Plans, Office of Information Technology, Central Intelligence Agency*
- *W. Robert Fitzgerald, Metrics and Marketing Team, Plans and Policy, Central Intelligence Agency*

NASA Launches a Performance-Based Contracting Approach for Payload Processing

In the panel presentation, the audience will gain an understanding of performance-based contracting (PBC) and how its implementation may reduce resource requirements, thus saving money in these times of ever-tightening budget constraints. The creative and unique way PBC was implemented by NASA and McDonnell Douglas at Kennedy Space Center, using established principles of Total Quality Management, will prove informative to interested participants.

- *Rita G. Willcoxon, Deputy Chief, Payload Project Management Office, NASA Kennedy Space Center*
- *Timothy F. Potter, Contracting Officer Technical Representative, NASA Kennedy Space Center*
- *A. Lynn Pemberton, CPCM, Principle Contract Administrator, McDonnell Douglas Aerospace -Kennedy Space Center*
- *Bill M. Webb, CPCM, Senior Manager, Contracts, McDonnell Douglas Aerospace -Kennedy Space Center*

Bridge Over Troubled Waters: Federal Performance Management (and Feedback) for Strategic Success

Strategic and organizational improvement plans (such as quality programs) often fall short of reaching their full potential through failure of implementation. The most frequently found weakness in the process is translating the broad goals of the plan into productive day-to-day activities and this is the specific aim of Performance Management. Yet common wisdom and management theory on Performance Management emphasize fine-tuning the performance appraisal process and providing performance-based compensation - two approaches which have a neutral to negative effect in federal practice. This session recommends a broader context for viewing Performance Management in the public sector, provides contemporary models of effective performance management systems used in organizations today, and describes approaches with more promise for federal organizations.

In addition, this session will include a case study on the development and implementation of a 360° feedback system. This case study will be conducted by a developer of such a system that was implemented in the US Army Corps of Engineers and will provide practical guidance for use in developing a 360° feedback system for your organization.

- *Michael Burr, Vice-President, Management and Organizational Development, Corporate and Government Consulting, Inc.*

- **Joseph Kearns, Program Director, Eastern Management Development Center, U.S. Office of Personnel Management**
- **Diane V. Helser, Quality Management Specialist, U.S. Army Corps of Engineers**
- **James A. Wilson, Chief, Systems Engineering Division, U.S. Army Corps of Engineers**

Power of Alignment

In our research we have come to learn that organizations which successfully manage change, rather than be managed by it, are able to:

- *Rapidly deploy a coherent business strategy*
- *Be totally customer focused*
- *Develop world-class people*
- *Continuously improve business processes*

Organizations that manage change successfully create a self-aligning and self-sustaining culture-one that distributes leadership and energy throughout their organizations, and unleashes a kind of organizational power which we call alignment.

There is ample evidence to show that aligned and integrated organizations outperform their nearest competitors by every major financial measure. The great challenge faced by management today is achieving organizational alignment in the face of changing technologies, demographics, market and regulations.

This session describes four components of the model for organizational change: 1) Rapid deployment of business strategy; 2) the key element of total customer focus and how to achieve it; 3) how to continually adapt and align core processes to customer requirements; and 4) how to train, develop and manage world-class people to ensure positive behavioral change. Examples, cases, tools, and insights will be presented from over 20 years of international experience in assisting world-class companies to increase competitive advantage.

- **George H. Labovitz, Ph.D., Chairman, Organizational Dynamics, Inc.**

Bridge to the Future: Vision, Teambuilding and Leadership

Experience the first cosmic explosion. See 300,000 years of human inventions in four minutes . Witness a giant ocean wave wipe out an island. Watch as a half billion bits of protein race for the egg and the gift of life.

Join this session with two daring brothers who have traveled around the world, led rock climbing expeditions, worked with drug addicts, harvested cotton in Israel, and even worked with the CIA - all in addition to giving over 2,750 presentations to appreciative theater, university, government and corporate audiences like UNISYS, IBM, Bell Atlantic, U.S. Navy and DuPont.

Through the Quiet Riot's story telling, comedy, music, and sound effects, you will explore your intelligence, your temperament, your passions, and your genius.

- **Bill Mettler, Partner - Performer, Quiet Riot - Comedy Theater**
- **Dave Mettler, Partner - Performer, Quiet Riot - Comedy Theater**

Leading in the Next Century with Human Resource Management Systems

This presentation is designed to impart knowledge of the most advanced Human Resource Systems available to the federal, state and local sectors. OPM'S Employment Systems

are designed to transform highly labor-intensive and complex personnel activities into menu driven options that can be easily understood and initiated by operations personnel and employees.

- *Kenneth P. Mayhew, Jr., Director, Office of Staffing Automation, U.S. Office of Personnel Management*

The Eye of the Storm: A Sanctuary During Restructuring

This presentation legitimizes and responds directly to the emotional distress many employees experience during prolonged restructuring or downsizing. The session describes actual employee reactions and offers a strategy for dealing with the situation that focuses on self-awareness, personal growth and career development.

- *Joycelyn D. Stabler, Organizational Facilitator, Center of Higher Learning, NASA Stennis Space Center*

Designing Quality into the Navy's Future Aircraft Carrier

This presentation provides the audience with a look into the Future Aircraft Carrier (CVX) program being managed by the U.S. Navy. It takes a look at the challenges facing the program and how the CVX team is meeting those challenges. It focuses on the program manager's vision and managerial philosophy as the CVX program strives to meet the specific goals of designing and building the carrier of the 21st century while dealing with reduced resources, including manpower and funding.

- *J. Talbot Manvel, Jr., Captain, Program Manager for the Future Carrier Program, U.S. Department of Navy*

Federal Executive Leadership Forum

Managing Change: Changing Management

The Federal Executive Leadership Forum is designed for senior executives and organizational leaders to focus on managing change and continuous improvement. The Forum is entitled "Managing Change—Changing Management."

Consisting of presentations, plenary session panels and small group discussions, this unique format allows participants to examine new strategies and tactics from leading public and private sector organizations at the forefront of change. Leaders from corporate and federal agency cutting edge organizations examine key issues and lessons learned in their pursuit of change, innovation, and improvement.

The Forum updates executives on trends in strategic planning; quality assessment and continuous improvement; and teams and workforce development. Throughout the program, executives explore ideas, issues and strategies to "make change happen" that leads to improved organizational performance. For federal leaders facing the challenges of leading their organizations through reinvention in an era of downsizing and declining budgets, this Forum promises to be an invaluable opportunity to explore concepts and tools for managing change and examine areas in which management itself will change in the future.

The Forum is limited to 75 participants from a diverse group of federal agencies to enable in-depth discussion and peer interaction.

Agenda

8:15-8:30 a.m. Welcome and Introduction
● Curtis J. Smith, Director, Federal Executive Institute, U.S. Office of Personnel Management

8:30-9:15 a.m. Keynote Address
“Leadership, Quality and Change: Where Are We Now?”
● Blanton Godfrey, Chairman and CEO for The Juran Institute (invited)

9:15-10:30 a.m. Plenary Session
“Strategies for Change and Continuous Improvement: A Corporate Quality Perspective”

Panel Discussion moderated by A. C. Hyde, Senior Staff Consultant on Quality Management, The Brookings Institution

Two directors of Corporate Quality for leading private sector organizations discuss how quality has evolved in their corporations and the changing role of quality. The panel discusses how organizational top management team members approach strategic planning, organizational assessment and change, and workforce development.

● Hope Gonzales, Corporate Quality Consultant, Abbott Labs, Chicago, IL. (invited)

● Bob Osterhoff, Director of Corporate Quality, Xerox Corporation, Rochester, NY. (invited)

10:30-10:45 a.m.

Break

10:45 a.m.-noon

Plenary Session

“Strategies for Change and Continuous Improvement: A Federal Perspective”

Panel Discussion moderated by Ronald Sanders, Center for Advanced Management, George Washington University

Two top government managers assess how quality and change management strategies have evolved in their organizations. The panel addresses the changing context of “reinvention”, and lesson learned in planning, integrating the Government Performance and Results Act, and sustaining continuous improvement and workforce innovation in an environment of downsizing and declining budgets.

● Key Official from the U.S. Office of Patent and Trademark (to be invited)

- *Top Executive Leader of a Presidential Award for Quality Award Winning Organization (to be invited)*

noon-1:30 p.m. Lunch and Plenary Keynote Session

“Organizational Culture and the Learning Organization: New Roles for Managers and Teams”

- *Speaker to be Announced*

1:45-3:00 p.m. Concurrent Group Discussion Sessions

“Management Strategies and Tactics for Change”

Participants break into 4 discussion groups, each with a panel member from the morning sessions and a line/field manager from the panelist’s organization. Led by facilitators, senior managers interact with panelists and other managers to discuss strategy, methods, and lessons learned; and exchange ideas on tactics, tools and implementation issues for continuous improvement. Each session is designed for between 15-25 senior managers.

3:00-3:15 p.m. Break

3:15-4:00 p.m. Plenary Session

“Managing Change: Changing Management”

Participant exchange issues and ideas raised during concurrent group discussions. Led by facilitators, key group learnings, conclusions reached, and reference points for more information are presented.

4:00-5:15 p.m. President’s Quality Award Program Ceremony

Forum participants join the 10th Annual National Conference on Federal Quality for the Award Ceremony. Vice President Al Gore is invited to present the awards.

5:15 p.m. Award Reception

CONFERENCE DETAILS

Conference Registration

The conference registration fee is \$650. This fee includes all regular conference sessions, proceedings, evening receptions, entry to the exhibits, luncheons, awards ceremony, continental breakfasts, and coffee breaks. To register, complete the enclosed Conference Registration Form. A change in registration procedures allows federal employees to submit their registration form directly to the conference registrar. Federal employees should not register through their Department/Agency Contact. It is critical that you provide the “Agency Tracking Number” on your Conference Registration Form. This will be used to track attendance by agencies. Payment documentation must accompany all registration forms. Mail your completed Conference Registration Form to National Quality Conference, c/o Conference Management Associates, Inc (CMA) at 1010 Wayne Avenue, Suite 450, Silver Spring,

MD 20910. Questions may be directed to CMA at (301) 585-8203. For cancellations, please see the bottom of the registration form.

Confirmation of Registration

Confirmation letters will be faxed to the numbers provided by registrants on their Conference Registration Forms. See the section below for information on confirmation of attendance at the Federal Executive Leadership Forum.

Location

Conference headquarters is the Sheraton Washington Hotel, located at 2660 Woodley Road (at Connecticut Avenue), NW, Washington, DC, 20008. Out-of-town visitors will enjoy the hotel's convenience to the Metrorail (subway) system, Rock Creek Park, the National Zoo, as well as shopping, restaurants, and many interesting Washington landmarks.

Hotel Reservations

Make your reservations directly with the Sheraton Washington Hotel, either by calling the hotel or by completing and mailing/faxing in the enclosed Hotel Registration Form. Rates for single lodging reflect the current government per diem for Washington, DC. (Please note that if there is a change in the lodging per diem effective in time for the conference, those new rates will apply). To ensure the per diem rate, please register by June 8, 1997. Guests may extend their stay in Washington, as the hotel will honor these rates from Friday, July 4 through Monday, July 14, 1997 (based on availability). You must make your reservations by calling 202-328-2983 or 1-800-325-3535. Please indicate that you are attending the National Conference on Federal Quality.

The Sheraton Washington Hotel requires a first night's prepaid deposit on ALL rooms. Guests may use check, money order, or major credit card to establish prepayment. Credit cards used as a first night's deposit will be charged immediately. Payment must be received no more than 10 days after the reservation is made in order for the reservation to be maintained. Reservations may be cancelled up to 72 hours prior to the arrival date without penalty; please ask the reservation clerk for a cancellation number.

Spend July 4th in the Nation's Capital! The Sheraton Washington Hotel is offering conference rates beginning on Friday, July 4, 1997 (based on availability). Arrive early and enjoy the Celebration and fireworks on the National Mall.

Special Needs

Should you have special needs, such as dietary or conference related assistance, please indicate this on your Conference Registration Form. For hotel special needs, such as an accessible room under the Americans With Disabilities Act, please indicate this on the Hotel Registration form, or inform the hotel if you call-in your reservation.

General Conference Information

For additional information, please contact the U.S. Office of Personnel Management, 1400 Wilson Boulevard, Suite 702, Arlington, VA 22209, Attention: 10th Annual National Conference on Federal Quality. Or call Clint Sidwell at 703-312-7329, or Coleen Kenney at 703-312-7331.

Local Transportation

The hotel is accessible via the Metrorail system (subway). We highly recommend using the subway, as commercial parking at the hotel and in the surrounding area is expensive and limited. To use the Metrorail, take the Red Line to the "Woodley Park-Zoo" Station. As you exit the Station, the hotel is directly across 24th Street and up the Sheraton driveway. Metrorail runs daily until midnight. For accessibility issues related to getting to the Sheraton Washington, please call the hotel at 202-328-2000.

Airport Transportation

Baltimore-Washington (BWI) passengers may use the Super Shuttle service directly to the hotel. Super Shuttle operates a counter at BWI, and the one-way cost is \$28 per person.

Dulles Airport passengers may take regular taxi service at a cost of \$32, or the Washington Flyer direct to the hotel. Cost for the Washington Flyer is \$36. It operates on a 24-hour basis.

National Airport passengers may take the Metrorail's Yellow or Blue Line, transfer to the Red Line and follow the above directions to the hotel. In addition to regular taxi service at a cost of \$16, passengers may take the Washington Flyer direct to the hotel. Cost for the Washington Flyer is \$8 one-way.

Executive Forum Special Information

Federal Executive Leadership Forum - Thursday, July 10, 1997

A new feature of this conference is a special one-day Forum for Senior Executives who are guiding their organizations through transformation, and who are committed to innovation and continuous improvement. Senior Executives can attend the Forum as part of the entire conference at the regular conference fee of \$650, or they can attend only the one-day session at a cost of \$295. The Forum is limited to approximately 75 participants from a diverse group of Federal agencies.

Please note: Due to limited attendance capacity, space allocations for the Forum have been established for each agency. We will confirm participant registrations, up to the maximum number of allocated spaces for the agency, on a "first come, first served" basis. Allocated agency spaces will be held until June 9. At that time, unconfirmed agency space will be released and used to confirm other eligible participants, regardless of agency.

Instructions For Completing Conference Registration Form

(In an effort to simplify registering for this conference, the registration process has been reengineered)

- *Please type or clearly print full name, nickname for conference nametag, and military rank. Please check if you are SES or a Military equivalent.*
- *Identify the Federal Department in which you are employed (if applicable).*
- *Identify the Government Agency name, or if private sector, company name.*
- *Indicate from the listing of “Agency Tracking Numbers” found on page 26 the number that corresponds to the Department/Agency/Sub-agency in which you work. This is CRITICAL so that your agency’s contact receives confirmation of your registration. You will personally receive your own confirmation letter.*
- *Indicate YOUR mailing address, phone, fax, and E-mail.*
- *Indicate if you have any special accommodation needs of which the conference staff should be aware.*
- *Please check the appropriate box – if you are registering for the conference, the Forum for senior executives, or both. [Note that those registering for the executive Forum may not receive immediate confirmations. Those confirmations will be sent once attendance numbers are determined.]*
- *Conference Fees*
 - *\$650 – Full Conference*
 - *\$650 – Full Conference AND Federal Executive Leadership Forum*
 - *\$295 – Federal Executive Leadership Forum ONLY*
- *Payment Information. (You can use the following types of payment methods):*
 - Government Purchase Order;**
 - Military Interdepartmental Procurement Request (MIPR);**
 - Training Authorization Form;**
 - Treasury Check;*
 - Personal Check;*
 - Money Order;*
 - Credit Card (VISA, MasterCard, American Express, Discover, VISA I.M.P.A.C.T.).*
 - * Official payment documents must accompany the Conference Registration forms for these payment methods.*
- *“National Quality Conference” c/o Conference Management Associates, Inc., 1010 Wayne Avenue, Suite 450, Silver Spring, MD 20910 is the VENDOR for all payment methods.*
- *If paying by Credit Card, list the card number, expiration date, and name on card.*

- **MAIL CONFERENCE REGISTRATION FORMS AND ALL PAYMENTS FORMS AND DOCUMENTATION TO:**

National Quality Conference

Conference Management Associates, Inc. (CMA)

1010 Wayne Avenue, Suite 450

Silver Spring, MD 20910

- *Conference Registration Forms using Credit Card payments can be FAXED to CMA at 301-585-1186. (Credit Card information MUST be listed on the Conference Registration Form).*
- *For more information, call Michelle Healy of CMA at 301-585-8203.*

Conference Registration Form

TENTH ANNUAL NATIONAL CONFERENCE ON FEDERAL QUALITY

Sheraton Washington Hotel • July 9 - 11, 1997

IMPORTANT: To ensure proper registration, please print clearly and complete the form in its entirety. (See Instruction page for completing this form) (Please Print Clearly)

NAME:

NICKNAME FOR BADGE:

TITLE/MILITARY RANK:

SES OR MILITARY EQUIVALENT: YES NO

DEPARTMENT (FEDERAL ONLY):

AGENCY/COMPANY:

AGENCY TRACKING NUMBER:

MAILING ADDRESS:

PHONE: FAX:

E-MAIL:

ANY SPECIAL ADA-RELATED NEEDS

Registering For (check one):

—Conference Only @ \$650

—Executive Forum Only @ \$295

—Conference and Executive Forum @ \$650

[Participation in the Federal Executive Leadership Forum is reserved for Senior Executives or the Military equivalent]

Payment Information (select one):

—PURCHASE ORDER —TRAINING AUTHORIZATION FORM —TREASURY CHECK —MONEY ORDER

—PERSONAL CHECK —CREDIT CARD

—MILITARY INTERDEPARTMENTAL PROCUREMENT REQUEST (MIPR)

IDENTIFY THE VENDOR ON ALL PAYMENT METHODS AS “NATIONAL QUALITY CONFERENCE,” c/o CONFERENCE MANAGEMENT ASSOCIATES, INC., 1010 WAYNE AVENUE, SUITE 450, SILVER SPRING, MD 20910.

(NOTE: IF PAYMENT IS BY ONE OF THE GOVERNMENT PAYMENT METHODS, ATTACH OFFICIAL PAYMENT DOCUMENT.

If paying by Credit Card - please select one:

—VISA
—MasterCard
—VISA I.M.P.A.C.
—American Express
—Discover

PAYMENT DOCUMENT/CREDIT CARD NUMBER

EXPIRATION DATE:

NAME ON CARD:

Cancellations must be made in writing by June 25, 1997, or a billing will be made. We will transmit your confirmation letter to the facsimile number listed above. Mail Conference Registration Form and Payment Document to: "National Quality Conference," c/o Conference Management Associates, Inc., 1010 Wayne Avenue, Suite 450, Silver Spring, MD 20910 (Phone: 301-585-8203; Fax: 301-585-1186; e-mail: confmgmtmd@aol.com).

Agency/Department Contacts

(Please find the "Tracking Number" listed by your Department or Agency, and write that number in the blank provided on the Conference Registration Form. If your department/agency is not listed, or if you are not a federal government employee, please place a "00" in the box on the Conference Registration Form). Most agencies have designated contacts for you to call regarding the conference. If you do not have a contact, refer your questions to OPM at 703-312-7329.

<i>TRACKING NUMBER</i>	<i>DEPT/AGENCY</i>	<i>DEPT/AGENCY CONTACT NUMBER</i>
00	<i>Not Listed/Non Gov't</i>	<i>N/A</i>
01	<i>Agriculture</i>	<i>Lucy Pestaner 202-690-1076</i>
02	<i>Air Force LTC Dennis Vaillancourt</i>	<i>703-697-5819</i>
03	<i>Army</i>	<i>Gail Terry 703-607-1307</i>
04	<i>CIA</i>	<i>Gil Medeiros 703-482-2307</i>
05	<i>Commerce</i>	<i>Joan DeBellis 202-482-4606</i>
06	<i>Defense</i>	<i>Paul Granahan 703-697-7171</i>
	<i>(Air Force, Army, Navy listed separately)</i>	
07	<i>Education</i>	<i>Stephen Moore 202-401-2349</i>
08	<i>Energy</i>	<i>Susan Seweryniak 202-586-8048</i>
09	<i>EPA</i>	<i>Rick Garman 202-260-4085</i>
11	<i>Federal Executive Board</i>	<i>Paula Bridgham 202-606-1001</i>
12	<i>Federal Reserve Board</i>	<i>George Livingston 202-452-3551</i>
13	<i>GAO</i>	<i>John Luke . 202-512-5533</i>
14	<i>GPO</i>	<i>Clyde Meade 202-512-0767</i>
15	<i>GSA</i>	<i>Anne Marie Acton 202-501-4294</i>
16	<i>HHS</i>	<i>John Sands 304-267-4902</i>
17	<i>HUD Karen Lynne Johnston, ext. 3182</i>	<i>202-708-0614</i>
18	<i>Interior</i>	<i>Meghan Healy 202-273-4681</i>
19	<i>Justice</i>	<i>Michael Archer 202-307-1845</i>
20A	<i>Labor</i>	<i>Michael Urquhart 202-219-7357</i>
20B	<i>Bureau of Labor Statistics</i>	
20C	<i>Employment Standard Admin.</i>	
20D	<i>Employment & Training Admin.</i>	
20E	<i>Mine/Safety & Health Admin.</i>	
20F	<i>Occupational Safety & Health Admin.</i>	
20G	<i>Pension & Welfare Benefits</i>	
20H	<i>Veterans Employment & Training</i>	
21	<i>Library of Congress</i>	<i>Ben Benítez 202-707-1977</i>
22	<i>MSPB</i>	<i>Anita Boles 202-653-7181</i>
23	<i>NASA</i>	<i>Cathy Horton 202-358-2145</i>
24	<i>Navy</i>	<i>Ines Muniz-Suarez 703-602-8970</i>
25	<i>NPR</i>	<i>Pat Wood 202-632-0223</i>
26	<i>OMB</i>	<i>Steve Weigler 202-395-4855</i>
27	<i>OPM</i>	<i>Tom Aberant 202-606-1457</i>

28	<i>Small Agencies/ Small Agency Council</i>	<i>Gloria Joseph</i>	<i>202-273-3890</i>
29	<i>SSA</i>	<i>Peg Patterson</i>	<i>410-965-3380</i>
30	<i>State</i>	<i>George Morris</i>	<i>703-302-7138</i>
31	<i>Transportation</i>	<i>Ed Turner</i>	<i>202-366-9417</i>
32A	<i>Treasury</i>	<i>Mary Beth Shaw</i>	<i>202-622-1068</i>
32B	<i>Alcohol, Tobacco & Firearms</i>		
32C	<i>Comptroller of the Currency</i>		
32D	<i>US Customs Service</i>		
32E	<i>Engraving and Printing</i>		
32F	<i>Federal Law Enforcement Training Ctr.</i>		
32G	<i>Financial Management Service</i>		
32H	<i>Internal Revenue Service</i>		
32I	<i>US Mint</i>		
32J	<i>Public Dept</i>		
32K	<i>Savings Bond Marketing Office</i>		
32L	<i>US Secret Service</i>		
32M	<i>Office of Thrift Supervision</i>		
33	<i>TVA</i>	<i>Betty Oglesby</i>	<i>423-632-2524</i>
34	<i>U.S. Courts</i>	<i>Terry Tinsley</i>	<i>202-273-1362</i>
35	<i>USIA</i>	<i>Evelyn Sherrod</i>	<i>202-619-5682</i>
36	<i>USPS</i>	<i>Michael Belger</i>	<i>202-268-6066</i>
37	<i>Veterans Affairs</i>	<i>Enar Sanders</i>	<i>202-273-5070</i>

HOTEL REGISTRATION FORM

Reservations must be received at the hotel by June 8, 1997. Reservations received after this date will be accepted on a space and rate available basis only. (First night's deposit is required on all rooms.)

Lodging Rates: Rooms will be at the prevailing federal per diem rate for Washington, DC in effect for July of 1997. (As of February 1997, that rate is \$124 for single, \$158 for double. These rates include tax.)

You can complete and mail/fax the registration form on this page, or call 202-328-2983 or 1-800-325-3535.

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Address

City

State Zip

Please reserve ____Room for ____Person(s). Rates: ____Single (\$124); ____Double (\$158)

Arrival Date Departure Date

ADA accessible room ____Yes

Name of Person(s) Sharing Accommodations

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The Sheraton Washington Hotel requires a first night's prepaid deposit on ALL rooms. Guests may use check, money order, or major credit card to establish prepayment. Credit cards used as a first night's deposit will be charged immediately. Payment must be received no more than 10 days after the reservation is made in order for the reservation to be maintained. Reservations may be cancelled up to 72 hours prior to the arrival date without penalty; please ask the reservation clerk for a cancellation number.

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*(If you Fax your Hotel Registration Form,
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Phone: 202-328-2000*

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